

Kennecott Mines National Historic Landmark  
Wrangell-St. Elias National Park and Preserve



# Interpretive Concept Plan

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*The Kennecott town and mines is an extraordinary relic from America's past. The impressive structures and artifacts that remain represent an ambitious time of exploration, discovery, and technological innovation.*

*They tell stories of westward expansion, World War I politics and economy, the lives of men, women, and children who lived there, and the rise of a multinational corporation.*

*Each link in the historical chain connects to another until we realize that this remote, Alaska mining venture, situated in a spectacular and challenging natural environment, was intricately connected to the world around it.*

*Wrangell-St. Elias National Park and Preserve website*



*Ore car train in Kennecott 1920 - Bleakley Coll.*

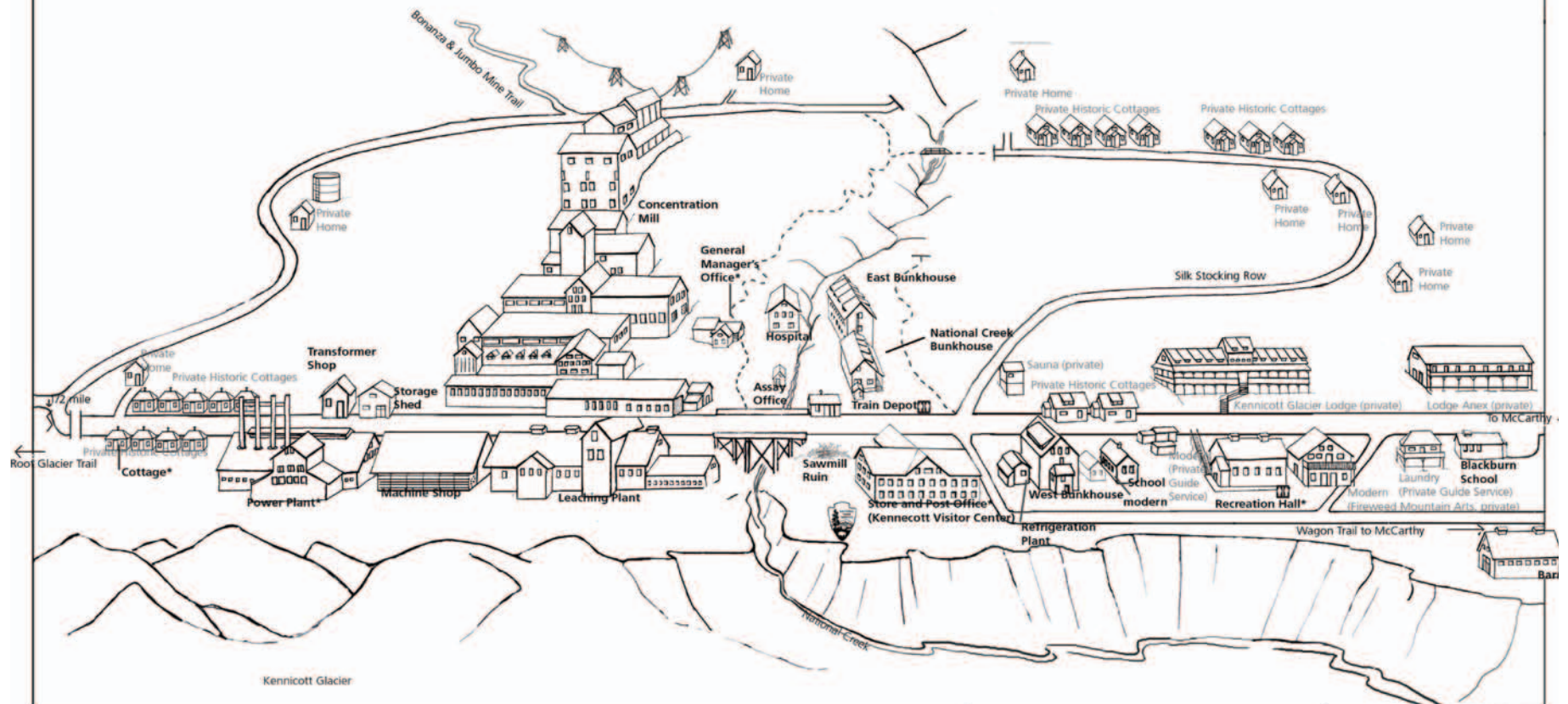
*Cover Painting: Kennicott Copper Mine Tipple - 1976 - by Dot Bardarson*

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# Kennecott Mill Town



Illustrated Map of Mill Town NPS - Catie Bursch

## Interpretive Concept Summary

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Kennecott was born, died, and reborn. Multiple contradictions exist there, side by side. It is a product of nature and a construct of human ambition. Massive buildings are swallowed by the panorama of Alaska's glacial wilderness. Kennecott is abandoned yet occupied. Public and private. Ruins coexist with restorations. The global reach of the corporation stands in marked contrast to the isolation of the setting. Kennecott is Alaskan, ethnic, and American history. Workplace blends with marketplace and living space. Manager lived near miner. Capitalism showed both its paternalistic and benevolent faces. Ingenuity and innovation flourished in service to an exhaustible supply of natural resources. Boom yielded to bust.

As it exists today, and as it will be interpreted, Kennecott Mines National Historic Landmark (NHL) lies within a small but viable community, located in an isolated mountain wilderness. The landmark has a storied global corporate history, engaging personal narratives of residents and workers, and a sizable collection of mostly historic structures and artifacts. It also is the

place where many visitors experience the environment of Wrangell-St. Elias National Park and Preserve (WRST), walk on its glaciers, and learn about its dynamic natural history. Given the presence of dozens of buildings and thousands of objects, Kennecott is a distinctive, full-scale primer, a walk-through, three-dimensional exhibit of history and historic preservation.

It is precisely this distinctive blend of realities that attracts the attention of not a single-minded audience, but rather several types of visitors with differing interests and needs. Kennecott presents an array of possibilities that fuels sometimes divergent management goals. A central interpretive message—change—helps unify diverse perspectives, resources, and values. Persistent succession of natural processes entwined with layers of human history make Kennecott NHL one of America's treasures.

### The Planning Process

In 2011, the National Park Service (NPS), along with the local community, engaged in an ongoing planning effort to



*Leaching Plant - NPS Carol Harding*





*Planning workshop - Jeremy Pataky*



*Ron Simpson at planning workshop - NPS Carol Harding*

identify buildings that will be stabilized or rehabilitated, and those that will not receive any attention at all. The long-term goal is to protect the historic integrity of the town and its setting so that future generations also will be able to explore Kennecott.

This concept plan is part of that process, and is presented as a guide for current and future efforts. The conclusions summarized below capture the essence of a three-day workshop designed to:

- Gather input on the types of interpretive techniques and exhibits that will best communicate park themes and facilitate identified audience experiences.
- Identify what and where Kennecott's stories will be told, and
- Develop a media plan that identifies interpretive techniques for both the buildings and the Kennecott Mines NHL setting.

Workshop attendees included 13 Alaska NPS regional specialists and WRST staff, seven WRST partner organizations, local and regional subject matter experts, and eight members of the local community, for a total of 28 participants.

## Summary of Participant Discussions

The three days of discussion produced valuable ideas for an interpretive approach that will form the foundation for specific projects spanning the next decade.

Interpretive media and programs for the national historic landmark will . . .

### Visiting Options

Provide clear visiting options for a variety of audiences, that allow the widest possible access to the site, emphasize self-discovery, and encourage exploration. Orientation efforts will include the Internet, assisted with on-going reviews and updates of the WRST website. Proactive communication with tourism and interpretive partners will identify and look for strategies to provide information at venues along the approaches to Kennecott (including air traffic), in McCarthy, and finally in Kennecott.

### Sense of Arrival

Use the overlook and kiosk at the entrance to Kennecott NHL to provide a sense of arrival, create a portal that signals entrée into a special place of national significance, and use this arrival experience to welcome visitors,

introduce the landmark's primary stories, encourage exploration and curiosity, and offer logistical and safety information.

For those who want more information and direction, supplement the overlook experience with staff and exhibits inside the Blackburn School and outside on the school's deck. Use the interior to answer questions about the backcountry, front country trails, and the landmark. Have maps and safety information available and provide space for Alaska Geographic sales. When possible, use staff outside the building to enhance the adjacent overlook experience and greet visitors arriving by shuttle bus. Consider the school as a base of operations for a winter caretaker.

### Central Exhibit

Provide a central exhibit area in the General Store. In an attempt to heighten self-discovery and keep interpretive intrusions to a minimum in the town itself, these central exhibits will offer the best opportunity to fully develop the landmark's primary stories. In the store setting, given the need for durability and low maintenance, the full range of exhibit techniques can be used including hands-on and interactive media—the space is heated during the season and secured in

the off-season. Exhibits must withstand uncontrolled environment for eight months a year. In order to preserve the character of the store, historic features will be respected.

### Exterior Interpretation

Limit exterior signs in the town, except for a few specific building identification signs that have a documented history and that are recommended in the landmark's Sign Guidelines (Train Depot, Post Office, General Store, Wells Fargo, and fire hose building).

As far as possible, exterior signs should conform to what was used during the period of significance. Instead of signs, interpretation will rely on a mix of printed materials, guided tours, electronic media, and interior interpretive panels to identify and interpret town buildings. The printed guides will be based on a review and update of existing materials. Guided tours will be developed in discussion with interpretive partners. Selected electronic media will be developed from experiments with emerging technologies, assessed for their ability to enhance the sense of discovery and reduce audio and visual intrusions associated with other media.



*Kennecott sign - NPS photo Carol Harding*

On a very limited basis, consider some exterior interpretive signage, for example, at the now removed Assay building and at the Kennecott Cemetery.



*Original stove – NPS photo Carol Harding*

### **Interior Interpretation: Interior Panels**

Use a family of interior interpretive panels to connect landmark buildings to historic use and primary stories. This family of panels will expand on those that already exist (in the Cottage and Power Plant, for example). They may, however, also include experiments with larger formats that use historic photos on fabric or scrim to help visitors visualize building interiors, activity, and people. This family of panels needs to be more fully developed, described, and added to the landmark's Sign Guidelines as an addendum.

### **Interior Interpretation: 3-D Exhibits**

Workshop participants generally recommended against adding furnishings, objects, and recreated room or museum-like vignettes, although scale models, particularly of features that are not accessible (mine tunnels, for example), might be considered. This approach to interior interpretation means that furnishings plans are not necessary. If possible, original furnishings, such as the stand-up accounting desk in the General Store, should be retained, in the buildings where they were used.

### **Corporate Resource Center**

Enhance the sense of discovery by developing the General Manager's Office as a resource center focused on the corporation. This is an under interpreted theme that would benefit from additional attention.

Provide access to historic and interpretive documents about Kennecott Copper Corporation, biographical information on corporate leaders, reproductions of mining maps, photos, surveys, engineering reports, employment records, and drawings of buildings and machinery. Purchase replica office furniture, tables, chairs, bookcases, and map storage drawers that reflect the historic period and provide an inviting space to look through materials. Create a place where visitors can comfortably pause and reflect on Kennecott Copper Company's role in national and world history, Alaskan and regional development, and daily life at Kennecott.

As in the General Store, original furnishings such as the drafting table and storage drawers that were removed from the building before rehabilitation should be restored and reinstalled.



At appropriate times, the building can also be a venue for small group gatherings related to Kennecott and local area themes, such as discussions and literature readings.

### Guided Tours

Discuss the future of guided tours in the town, specifically those that enter the mill. Ensure that this critical portion of the story, linked directly to the national significance of the site, is interpreted to NPS interpretive standards.

### Trails

Review and revise the trails through town. Consider whether trail routes access locations linked to all aspects of the primary themes. For example, are the mines, trams, and miners well served by existing trails? Provide access to features like the Wagon Road and Kennecott Cemetery. Provide more loop rather than one-way trails. Consider the use of boardwalks to open more of the town to exploration.

Provide subtle direction to and along the new trail system perhaps by using historic equipment to assist with wayfinding—maybe a gear positioned to point the way, or an in-ground “compass rose” at a trailhead or trail intersection.

Interpret the trail system with printed materials, interior panels, guided tours, or emerging technologies, and ensure that there are spaces for reflection and contemplation.

Develop an addendum to the Sign Guidelines that defines trailheads, where they should be located, and how they should look.

### Partnerships

Strengthen current partnerships with local stakeholders, including the McCarthy-Kennicott Historical Museum, the Wrangell Mountains Center, and those who operate guide and shuttle services, to assist with distribution of orientation and interpretive materials. In particular, discuss partnering with the Museum to create an additional orientation station and an appropriate venue for displaying original artifacts. Continue discussions that will use the New School and West Bunkhouse as an education center for both partner and NPS educational audiences with the clear understanding that any use of historic buildings must respect historic fabric.

Explore and develop potential partnerships with Native communities and educational organizations within the Copper River Valley.



*Root Glacier Trail – NPS photo Carol Harding*

## Background

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*Future site of Kennicott - Bleakley Coll.*

In the summer of 1900, prospectors Clarence Warner and “Tarantula” Jack Smith were exploring the east edge of the Kennicott Glacier. As they drew closer to the limestone-greenstone contact, they were amazed by the magnificent green cliffs of exposed copper. Samples from their discovery, the “Bonanza Mine Outcrop,” revealed up to 70% pure chalcocite, one of the richest copper deposits ever found.

Mining engineer Stephen Birch, in Alaska to look for investment opportunities for the wealthy Havemeyer family, began buying up shares of the Bonanza claim. Without a way to transport the copper to market, however, the claim was worthless. Some said building a railroad from the coast, across mountains, powerful rivers, and moving glaciers would be impossible. When others offered a glimmer of hope, the Havemeyers collaborated with J.P. Morgan and the Guggenheim family, forming the Alaska Syndicate, to build a railroad and develop the mines.

In the fall of 1907, the Alaska Syndicate hired Michael J. Heney, builder of the White Pass & Yukon Railroad.



For the next four years his crews worked relentlessly, building rail bed and bridges through difficult terrain at temperatures down to 40 degrees below zero. At the same time, Stephen Birch was in Kennecott developing the mining claims. By hauling an entire steamship, piece by piece, over the mountains from Valdez to be reassembled on the Copper River, he brought equipment in by dog sled, horse, and steamship to begin mining ore even before the railroad was finished. The first train left Kennecott in 1911, just ten days after the railroad was completed, filled with \$250,000 worth of copper.

Kennecott was a place of long hours and hard, dangerous work. At the height of operation, about 600 men worked in the mines and town. Paying salaries higher than those found in the lower forty-eight, Kennecott attracted men willing to live and work in this remote Alaskan mining camp.

Mill workers and miners came to Kennecott only to work, living in bunkhouses with little time off, often sending money home to their families around the world. Despite the dangers and grueling work, the Kennecott workers mined and concentrated at least \$200 million worth of ore.

Reaping profits fueled by America's high demand for copper, Kennecott Copper Corporation invested in mines in Chile and the lower forty-eight. By the time the Kennecott mines closed in 1938, the corporation had grown into one of the largest minerals companies in the world, thanks to the perseverance and ingenuity of its founders, investors, and workers.

## Legislation and Designations

Kennecott Mines National Historic Landmark has layers of designations. No single piece of legislation or solitary political act captures its administrative pedigree. Instead, facets are contained in the following:

### National Register of Historic Places

The Kennecott Mines were listed on the National Register of Historic Places on July 12, 1978. See Appendix 1 for a summary of the Secretary of the Interior's standards for the treatment of historic properties like Kennecott.

### National Landmark Designation

Designated a national historic landmark (NHL) on June 23, 1986, Kennecott's significance is described as "a vestige of an early 20<sup>th</sup>-century copper mining camp."



*Power Plant window - NPS photo Carol Harding*

"Kennecott represents the mining techniques of the era. The mines here were among the nation's largest and contained the last of the great high-grade copper ore deposits of the American West. The world's first ammonia-leaching plant for extracting concentrations of ore from low-grade ores was designed and first successfully used on a commercial scale here."





NPS World Heritage Site Map

In June of 1998, the National Park Service purchased land, buildings, mineral rights, and holdings associated with the Kennecott Mines and assumed a partnership role in the stewardship of the site.

### **Wrangell-St. Elias National Park and Preserve (WRST)**

The Alaska National Interest Lands Conservation Act (ANILCA) of December 2, 1980, created Wrangell-St. Elias National Park and Preserve, including designation of federal lands within the boundary of the national historic landmark as a national preserve.

### **World Heritage Designation**

In 1979 (extended in 1992 & 1994), UNESCO's World Heritage Convention inscribed the Kluane/Wrangell-St. Elias/Glacier Bay/Tatshenshini-Alsek national parks and protected areas along the boundary of Canada and the United States on its World Heritage List. Lands of the NHL are within this World Heritage designation. The inscription contains no specific mention of Kennecott Mines.

Contrary to often-cited references, the park, as of 2011, is not listed as an International Biosphere Reserve.

**Parkwide Planning Statements**

Kennecott is specifically mentioned in the 2009 Foundation Statement for WRST under “Cultural Heritage.” That section contains the following language.

“Preserved within Wrangell-St. Elias National Park and Preserve is abundant evidence of more than 3,000 years of cultural and technological development. This long history reveals a range of human adaptations to changing climates, environments, and economic circumstances.”

Kennecott Mines NHL is listed under “Fundamental Resources and Values.”

“Mining operations at Kennecott occurred between 1901-1938. During this period the Kennecott copper mines were among the nation’s richest, containing the last of the great high-grade copper ore deposits in the American West.”

The ‘Living Cultures’ section also is relevant to Kennecott.

“Wrangell-St. Elias National Park and Preserve is an inhabited area where local communities and traditional human activities remain integrated with the wilderness setting.”

**Other WRST/Kennecott Planning Documents**

See Appendix 2 for a list of current planning documents.



## Part 1

### THE FOUNDATION

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## Landmark Historical Significance

Significance statements focus on the facts that elevate the landmark to national significance. How do its historic resources compare with other similar resources? Why is Kennecott's history worthy of national recognition and preservation?

Kennecott mining history is nationally significant because . . .

The mines here were among the nation's largest and contained the last of the great high-grade copper ore deposits of the American West.

It represents the mining techniques of the era and contributed to the evolution of mining technology including the design and use, on a commercial scale, of the world's first ammonia-leaching plant for extracting concentrations of ore from low-grade ores.

*Facing Page: Kennecott from Glacier 3 c. 1930 - Kenn. Kids Coll.*

The mines, mill, associated buildings, surviving equipment, and surrounding natural setting still evoke the appearance of Kennecott when it operated in the early 20<sup>th</sup> century.

It contributed to the national debate over natural resource use policies.

"During the two decades preceding and those following World War I, when the United States produced more than half the world's copper, the mines at Kennecott, Alaska, were among the nation's largest and contained the last of the great high grade copper ore deposits in the American West . . ."

"The Kennecott Copper Corporation (backed by the Guggenheims) was able to reorient into an international conglomerate owning long-term low grade ore mines. By designing the world's first ammonia-leaching plant at the Kennecott site, the corporation was able to extract higher mineral values from the low-grade ores which were discarded, ensuring further profits."

Cordova to Kennecott, Alaska: Historic American Engineering Record Recording Project, Sandra McDermott Faulkner



*Jumbo Mine - NPS photo Carol Harding*



*Ranger talk on moraine - NPS photo*

## Primary Themes

The thematic framework proposed for the landmark includes an overarching idea and three themes that flow from that idea. Topics, theme statements, and content paragraphs provide details for each theme.

This framework is a blend of input from participants at the June 2011 workshop attended by NPS staff and a variety of community and Kennecott stakeholders. (See Appendix 3 for a list of tangible resources and intangible stories developed at the workshop).

### Overarching Theme

*Topic: Change*

#### *Theme Statement:*

*Changes at Kennecott National Historic Landmark have happened in substantial and subtle ways, providing a variety of lessons for contemporary society.*

This theme introduces several subjects, in order of importance, that can be the focus of interpretive media.

The significance of the exploration, discovery, development, process, and historical impact of the Kennecott mining enterprise.

Layers of history that illustrate the evolution of environmental policy in the U.S., attitudes on the extraction of natural resources, and community creation particularly in isolated settings.

Improvements to mining technologies and innovations that allowed for greater recovery of ore.

Natural succession of plant life; the dynamic natural processes of glaciation, hydrology, erosion, and deposition; and high energy events such as floods.

Climate change.

Among the several stories that this theme embraces, perhaps the most visible are the change in the glaciers of Wrangell-St. Elias and the boom and bust cycles associated with global economies and extractive industries.

The dynamic aspects of Kennecott provide context to any specific natural or cultural moments in time. What may appear fixed and durable, in reality, could be fleeting and transient.

## Primary Themes

**Topic:** Kennicott Valley and Kennecott Mines

### *Theme Statement:*

*The copper rich but isolated Kennicott Valley's spectacular glacial landscapes dwarf the human developments within.*

This theme introduces several subjects that can be the focus of interpretive media.

Kennecott illustrates the high degree of perseverance and ingenuity required to establish, sustain, and profit from commerce between the Kennecott mines/mill and essential but distant markets.

The Kennicott Valley landscape continues to overshadow and directly affect human developments within it.

(See Appendix 4 for a discussion of the difference between Kennicott and Kennecott.)

Interpretation of this theme provides opportunities to explore how humans and nature have interacted in the Kennicott Valley, how the corporation and its employees not only survived the Alaskan wilderness but profited from it. While the red and white buildings of the town tower

over visitors, they are, in turn, dwarfed by the expansiveness of their natural surroundings. Nature is an undeniable force in the Kennecott story, from the rugged wilderness to the mineral wealth encapsulated within the mountains. Yet human ingenuity, hard work, and perseverance challenged isolation, and the railroad (the Copper River and Northwestern Railway) emerged as the critical connection between the mines/mill and out-of-valley markets and sources of supply.

### *Examples of program or exhibit topics that fit within this theme:*

- Natural environment
- Geology
- Copper ore quality and limits to supply
- Creative solutions to living/working at Kennecott
- Challenges of living/working at Kennecott
- Transportation links
- Communication links
- Supplying Kennecott
- Copper markets
- Environmental/resource extraction policy evolution



*Kennecott from Glacier c. 1930 – Kenn. Kids Coll.*





Private business in Kennecott - NPS photo Carol Harding

## ***Topic: Corporate Kennecott***

### ***Theme Statement***

*The corporations that built and operated Kennecott mines and mill provide a case study in the response to political and economic conditions, including market demand for natural resources and management of extractive industries.*

This theme has several facets that directly parallel the significance of the national historic landmark.

The corporation's responsibility for operating the mines/mill as it responded to global demand for copper and generated substantial wealth.

The controversial role of Guggenheim-Morgan action over conservation of natural resources and the power of corporate trusts.

The extraction and processing techniques used at the mines/mill.

The innovations that made Kennecott a profitable leader in copper extraction and processing (ammonia-leaching in particular) despite the harsh conditions of the Kennicott Valley.

The boom and bust nature of Kennecott.

Beyond the national significance of the landmark, Kennecott also illustrates the evolution of enterprise in the post-1938 era when the copper rich veins approached exhaustion and another generation of entrepreneurs moved into town.

### ***Examples of program or exhibit topics that fit within this theme:***

- Corporate history
- Corporate officials and financiers
- Global demand for copper/copper markets
- Corporate growth and profits
- Progressive politics
- Mines and mining techniques
- Ore processing
- Processing equipment
- Equipment maintenance
- Buildings and physical plant
- Mines, trams, trails, and roads
- Worker skills
- Safety/danger
- Innovation
- Boom and bust cycle
- Post corporate businesses

## Topic: Kennecott Communities

### Theme Statement

*Corporate Kennecott depended upon hundreds of workers and their families, diverse populations of temporary and long-term residents who founded and sustained the distinctive communities that occupied and still survive in the Kennicott Valley.*

This theme is as diverse as Kennecott's workers and residents. It gives voice to stories otherwise dominated by machines and chemistry. It helps personalize engineering reports, global markets, profits, and losses. It adds the sounds of mealtime and playtime to the deafening din of tons of ore being shaken to bits and steam engines hissing with pent-up energy. It recognizes that before the mines, Native peoples called Alaska home—Natives significantly participated in the early history, and should not be seen as simply a part of the “dead” past, but instead viewed as a living and vibrant part of the present. Ethnic groups, class differences, and gender imbalance all

contributed to the distinctive profile of Kennecott's evolving community structure and human society. And, in the midst of corporate Kennecott, miners, mill workers, managers and their families invented their personal definition of home. After the mines closed, Kennecott was important to the few who chose to live a life of isolation and innovation. Today, a new community rises, centered on the diverse historic and natural values of the place and economically supported by National Park Service and tourism activities.

### *Examples of program or exhibit topics that fit within this theme:*

- Native peoples
- Local company officials and families
- Corporate employees, miners, millworkers, etc.
- Labor relations
- Housing
- Daily life, recreation, education, etc.
- Post-corporation residents



*Japanese cook at the Jumbo Mine - courtesy Cordova Museum*



*Chris & Inger Jensen at skating rink - Tjosevig Coll. via D. Anderson*



Above: Three generations of Billums-Candy Waugaman Collection

### Parkwide Themes

In addition to the landmark's themes, the current WRST Foundation Statement includes two themes related to the landmark's human history.

*Today, we continue a long history of humans who for thousands of years have found refuge, sustenance, challenge, and inspiration in Wrangell-St. Elias National Park and Preserve.*

*Since prehistoric times, the Wrangell-St. Elias region has been home to many peoples, ranging from Ahtna and Upper Tanana, Eyak, and Tlingit speakers to Euro-American settlers; each has developed and continues to develop different livelihood strategies based on their unique relationship with the area's rich diversity of resources.*

### Audiences

In order to design the most effective interpretive programming and employ the most effective interpretive techniques, it is critical to identify intended audiences, both existing audiences who actively use site interpretive programs AND potential audiences that well-planned interpretation might encourage.

"Individuals understand places differently depending on how they have experienced them, and this experience in turn is shaped by their social characteristics such as age, gender, race, class, and physical condition."

David Glassberg in *Sense of History: The Place of the Past in American Life*

### Existing Audiences

Annual visitation at the landmark has had up to 10,000 visitors during a very short season (Memorial Day weekend to Labor Day weekend).

The University of Alaska Fairbanks conducted a scientific study of Kennecott on-site visitation in 2004. They divided visitors into the following categories: Outdoor Enthusiast, Park Experience,



History Buff, General Visitor, and Tourist Visitor. Each is described fully in the *Visitor Preferences for Interpretation in the Kennecott Mill Town, Final Report* (November 2005).

The report also identified several important characteristics of landmark visitors.

Most visitors stay on average two-three days and are interested in a variety of activities.

Most arrive by vehicle and over 75% are visiting for the first time.

Nearly half are 50 years old or older, and nearly 80% have at least a bachelor's degree from college.

Over 60% were traveling in family groups.

Further structure stabilization, exploring the outside of more town buildings, the addition of signs and exhibits, and a film explaining historical significance all ranked fairly high on the "add to visitor experience" end of the scale.

### Targeted Audiences

The landmark will continue to interpret to all who visit, but four audiences should receive more targeted attention.



### Virtual Visitors

Increasingly, visitors learn about the landmark from the Internet and the park's website.

### School Groups

Although it is difficult for school groups to travel to Kennecott, several landmark stories could dovetail with curricular standards.

### Underserved Populations

Less than 20% of the landmark's visitors live outside the United States. Over 95% are white. Historically, however, Kennecott had a large population of



Top: Ranger with visitors - NPS photo Jamie Hart

Bottom: Visitors to Kennecott Mill Town - NPS Carol Harding



*Ranger interpreting the glacier - NPS photo Carol Harding*

non-English speaking workers and the site has compelling stories that should appeal to African-Americans, Asian Pacific Americans, and Hispanics.

### *Alaska Natives*

It is important that Ahtna feel welcome in their ancestral homelands. This could be accomplished by making available a permanent space for them in Kennecott, and establishing an annual Native performance.

### **Accessibility and Audiences**

The NPS is committed to developing a comprehensive strategy to provide people with disabilities equal access to programs, activities, services, and facilities. This is a particular challenge in an environment like Kennecott that is remote and attractive to the adventurous. Self-discovery has been a valued experience at Kennecott for many years.

An accessibility evaluation was done in Kennecott, along with a full “Programmatic Accessibility” report produced by the Alaska Regional Office in April of 2005 for the Kennecott District.

For additional guidance on making interpretive media accessible see: [www.nps.gov/hfc/accessibility/index.htm](http://www.nps.gov/hfc/accessibility/index.htm).

## Audience Experiences

While primary themes focus on what audiences will learn as a result of interpretive programs and media, audience experiences explore what audiences will do.

### **Interpretive Mission**

The interpretive mission of Kennecott Mines National Historic Landmark is to provide visitors with opportunities to discover, understand, and appreciate the significance of the landmark, as well as foster a sense of stewardship.

Interpretation will allow visitors to develop both intellectual and emotional connections with the natural, cultural, and industrial stories of the site through self-directed and guided experiences.

The following description of on-site audience experiences is based on workshop participant input and concurrent efforts to prepare an Operations Plan for the landmark.

## Experiential Opportunities

Interpretive programming for the landmark will:

### *Wayfinding and Orientation*

Offer orientation information, in pre-visit and on-site venues, that describes the variety of experiences that Kennecott offers.

Explain the appearance of Kennecott, specifically that visitors will find public and private property, that building treatments vary from ruins to stabilization to restoration, that work continues on some structures while natural processes continue to affect them all, and that safety is a concern that all on-site visitors must consider.

Provide opportunities for visitors to experience the landmark on their own terms either self-directed or guided.

Provide better information about the shuttle system and how to get to the NHL.

Have a map of the NHL available with the buildings currently open to the public identified.

Offer information on backcountry use in the Kennicott Valley.

### *Theme Reinforcement*

Offer a sense of arrival that reflects

the special setting and characteristics of the landmark—a remote mining community in the midst of an enormous mountain wilderness.

Explain that Kennecott's history continues, and that there is an existing community of merchants, residents, and NPS staff.

Offer a mix of both personal and non-personal (exhibits and publications, for example) media, allowing audiences to control the nature and extent of their participation in interpretation. Respect and acknowledge multiple ways of learning.

*"We cannot create observers by saying 'observe,' but by giving them the power and the means for this observation and these means are procured through education of the senses."*

Maria Montessori

Offer a central, interior space for in depth exploration of all Kennecott's primary themes.



*Kennecott Mines NHL- NPS photo Carol Harding*

On the interior of other buildings (outside the central exhibit space), develop media that preserve a sense of abandonment and self-discovery, but that explain and interpret historic use.

Only consider flexible media that can be easily changed or upgraded to reflect new conditions.

Form partnerships that result in enhanced visitor experiences.





*Mt. Blackburn with visitors in foreground - NPS photo  
Carol Harding*

### ***Contemplation and Inspiration***

Avoid the use of noisy, intrusive, non-personal media on the exterior of Kennecott buildings.

Consider the use of emerging technologies that have positive benefits like reduced signage.

Ensure that there are spaces set aside for contemplation and reflection.

## **Design Criteria**

The overall success of interpretive media depends upon successful execution of design and design criteria. For Kennecott, with its environmental conditions, those criteria include . . .

### ***Exhibits that:***

Incorporate the principles of Universal Design.

Conform to current NPS interpretive sign standards and Kennecott Sign Guidelines 2005.

Avoid diminishing the historic character of the mill town.

Are low tech, portable, and changeable to facilitate transportation to a remote site, and easily replaced and maintained.

Minimize visual clutter and are concentrated in building interiors.

Interpret a continuum of time periods (period of significance 1901-1938; ghost town era 40s-80s; and contemporary times).

Are durable and resistant to an extreme climate and natural disasters such as earthquakes, floods, and avalanches.

Are available 24 hours a day.

Are not museum-like (no furnishings plans needed). WRST has limited curatorial space and buildings lack environmental control, security, and adequate staffing.

Are self-guided, encouraging self-discovery and personal exploration.

Provide a range of experiences yet feel authentic.

Accommodate a range of learning styles and present a hierarchy of interpretation and information.

### ***Building exteriors and interiors that:***

Are flexible with space for temporary exhibits (ex: mining drills).

Are sparsely furnished with existing, original furnishings or replicas.

Allow objects to remain in “situ” and objects stored during renovation to be returned to historic locations.

Are largely without signs but perhaps with appropriate technologies that allow exploration of the town throughout the day.

Allow visitors to look into buildings that are closed to the public.

Do not appear “sanitized.”

*“Historians saw that the mill town told an important story about the development of the North and represented a significant phase of industrial technology. Environmental groups sought to protect the glacier-edge and mountainside trails of the National Historic Landmark, which had become the most-visited natural area of the park and were subject to change by additional sale of subdivision lots. Local residents considered the old industrial site their home, preservation of its character personally important, and its continued attractiveness to park visitors essential to the success of their businesses. Although worried about the maintenance costs of keeping Kennecott standing, the Park Service leadership concluded they had to take responsibility for what had become the main visitor destination in the largest national park in the country.”*

Community & Copper in a Wild Land by Shawn Olson and Ben Shaine



*Bonanza, Story of Kennecott DVD - NPS Carol Harding*

## The Landmark in 2011

Park staff provided the following summary and assessment of interpretation as of 2011.

### Printed Materials

#### *Hiking and Food Storage Map*

One-page handout with area hikes (NPS).

#### *The Kennecott Story*

Eight-page, 8 ½" x 11" handout, produced in 2005 and upgraded in 2009, with map and history of the town (NPS).

#### *Kennecott Walking Tour*

Eight-page, 8 ½" x 11" handout identifies buildings and describes past use. Produced by McCarthy-Kennicott Historical Museum for sale in 2004. This handout is currently out of stock. The Museum is hoping to republish in 2012.

#### *The K'elt'aeni*

Yearly newspaper handout includes "McCarthy Road Guide" and "The End of the McCarthy Road" sections (NPS).

### Audiovisual

#### *Bonanza, The Story of Kennecott*

A 90-minute documentary produced in 2006 by Kenny Lake Junior High

School class. The documentary traces the history of copper in the Wrangell Mountains from early Ahtna through Kennecott years and beyond.

#### *Kennecott Mill*

An 18-minute documentary produced by the NPS in 2002. The documentary tells the story of how the mill was built and operated to bring copper out of the Alaska wilderness. This DVD currently is shown on a regular basis throughout the day at the Visitor Center.

### Exhibits, Kiosks, Wayside Panels

#### *Kiosk #1 & Ranger Cabin (McCarthy Road Information Station)*

The McCarthy Road Information Station (MRIS) includes a kiosk built in 1999, two outhouses and a ranger cabin built in 2002, and is located one mile west of the foot bridge. Due to poor location, this contact station is underused by the public and was closed for the 2011 season.

Two boxes with McCarthy Road Guides and WRST maps.

Two bulletin boards (36" x 48") with visitor information and two posters:

*Welcome to McCarthy*

*The Copper River and Northwestern Railway*



One bulletin board (36" x 48")

Poster with map of local area.

### **Kiosk #2**

Installed in 2002 across the street from the Visitor Center.

Three posters:

*Stabilization and Rehabilitation*

*Explore Kennecott*

*Park Significance*

One bulletin board (36" x 36")

### **Kiosk #3**

Located ½ mile north of town on Root Glacier Trail and at the junction to Jumbo and Bonanza Mine's trails.

Two boxes with completed Backcountry Itineraries, Backcountry Itinerary Forms, and Bear Safety Brochures.

Posters on Bear Safety and *Don't Pollute, Bury Your Poop*.

### **Shuttle Stop**

Finished in 2010, the stop contains an area for shuttle buses to drop off visitors and turn around, a sculptural metal sign that announces the landmark, and one kiosk/shelter with two benches and four exhibit panels.

*Hiking and Camping in the Kennicott Valley* (56 ½" x 33 ½")

*Kennecott – A Work in Progress* (28 ½" x 33 ½")

*Ravenous for Copper* (28 ½" x 33 ½")

*Kennecott Town*

Map of buildings in town; safety message (32" x 33 ½")

One exhibit panel on the railing overlooking the view:

*What is all that Rock?* (24" x 36")

One brochure box with WRST maps.

### **Recreation Hall**

Opened to the public in 2003.

One brochure box with WRST maps located outside the entrance at the head of the stairs.

Film screen (12' x 12') and projector; 200 visitor capacity.

Two exhibit panels produced by NPS and Friends of Kennicott:

*The Recreation Hall: A Community Refuge* (25 ½" x 30")

*Non-profit Assistance Helps Protect National Historic Landmark* (25 ½" x 30")



*Rec Hall interior- NPS photo Carol Harding*



*General Store interior- NPS photo Carol Harding*

### ***Refrigeration Plant***

Opened to the public in 2008; no current exhibits.

### ***General Store/Visitor Center***

Opened to the public in 2008 as a visitor center.

Exterior brochure box with WRST maps.

Museum portion: The right half of the store is a recreation of the General Store using an original 1917 inventory and includes 822 objects (mostly reproduced cans with scanned labels) and 378 historic objects (dishes, pots and pans, glassware, house hold items). Harpers Ferry Center installed these objects in May 2010.

Natural history: In-house exhibits on wildflowers, bear safety, maps, ore display, historical photos, aerial view of glacier, leave no trace, and safety messages.

Alaskan Geographic Association sales take up about one quarter of the store.

### ***Train Depot***

Opened to the public in 2004. Used as a visitor center until 2008 and currently self-guided.

One exhibit panel outside the front door produced in 2010.

*National Creek Flood (22" x 28")*

### ***Concentration Mill***

Concession tours only.

Three 2 ½ -hour tours offered daily at 9:30 am, 1:30 pm, & 3:30 pm, and on demand.

### ***General Manager's Office***

The oldest structure in Kennecott, opened to the public in 2009.

Five historic photographs/hand colored, and one contemporary photo on the main level in three rooms. Photos need to be re- mounted to eliminate bubbles.

Kennecott, Alaska 1911 (14" x 73 ½")

Kennecott, Alaska 1917 (25" x 88")

Kennecott, Alaska 1918 (17" x 49 ½")

Kennecott, Alaska 1924 (12 ½" x 36")

Kennecott, Alaska 1927 (12 ½" x 36")

Kennecott, Alaska 2007  
(36 ½" x 59 ½") aerial

### ***Power Plant***

Top level mezzanine/viewing opened to the public in 2006.

Inside tour by appointment. Accessible ramp system installed in 2006.

One exhibit panel on the mezzanine installed in 2006:

*The Power Behind the Mines & Up in Flames* (16" x 42 ½")

### ***Kennecott Cottage***

Opened to the public in 2006.

One exhibit panel installed in 2007:

*Cottage Life* (23 ¾" w x 29 ¾")

### ***Other Buildings (not yet open to the public)***

Old School (Blackburn School) opened in 2004 as offices.

New School (Kennecott School) opened as maintenance offices and break room in 2004; accessible ramp built in 2011.

West Bunkhouse opening date not determined at this time.

Machine Shop scheduled to open to the public in 2017.

### ***Personal Services***

District Interpreter, GS-11

Lead Seasonal Park Ranger, GS-9

3 Seasonal Park Rangers, GS-5

2 Student Conservation Association (SCA) volunteers

The Visitor Center is staffed from 9:00 am to 5:30 pm. Short talks (15-20 minutes) are offered throughout the day at various locations within the NHL. Informal interpretive roving occurs daily including a three-hour rove on the Root Glacier Trail most mornings and townsite roves of 30 minutes.

### ***Guided Tour of the Concentration Mill***

Offered by St. Elias Alpine Guides (SEAG) <http://www.steliasguides.com>

The 2 ½-hour tour begins at the SEAG office on the main street. Accompanied by a guide, visitors walk through town and eventually tour the 14-story Concentration Mill and the Ammonia-leaching Facility. Tours are at 9:30 am, 1:30 pm, and 3:30 pm from May 26th to September 11th, 2011. The cost is \$25 per person.

### **NPS Partners**

#### ***Wrangell Mountains Center***

<http://www.wrangells.org/>

Based in McCarthy, Alaska, the private, non-profit Wrangell Mountains Center fosters appreciation, understanding, and stewardship of wildlands and mountain culture in Alaska through scientific and artistic inquiry in the Wrangell Mountains.



*Lindsay Heinrich, Kennecott interpreter - NPS Carol Harding*





Foot bridge over Kennicott River - NPS Carol Harding

Meeting the needs of students, writers, artists, scientists, travelers, and local citizens, they offer opportunities for people of all ages and abilities to explore, express, and be transformed through direct experience.

### ***McCarthy-Kennicott Historical Museum***

McCarthy-Kennicott Historical Museum is a private, non-profit organization run exclusively by volunteers, and housed in the Copper River & Northwestern Railway depot (1924) in McCarthy. The Museum is dedicated to the promotion of McCarthy and Kennicott history, to preservation and display of artifacts representative of the early 20th century and the search and discovery of minerals in this area, and to interpretation of the lives of the people who lived in the Kennicott Valley. It is open daily, Memorial Day through Labor Day.

### ***Friends of Kennicott***

<http://friendsofkennicott.org/>

Friends of Kennicott was founded in 1988 to conduct emergency stabilization of Kennecott mine buildings and later to facilitate acquisition by the NPS under a partnership management strategy.

Friends of Kennicott is a locally-based organization that assists NPS efforts to preserve and manage the historic resources of the Kennecott Mines National Historic Landmark in a way that maintains the character of Kennecott and McCarthy for the visiting public and residents alike.

## **Issues**

There are multiple issues, discussed during planning workshops, that have the potential to influence or hinder effective interpretation. They include . . .

### **Wayfinding and Orientation**

#### ***Remote Access/Parking/Roads***

Because of Kennecott's remote location, and the patchwork of private and public lands, visitors often have difficulty locating parking at the end of the McCarthy Road, figuring out the shuttle system, and finding their way to Kennecott. In the historic landmark, parking is extremely limited. Transportation of people, supplies, equipment, and exhibits is challenging, time consuming, and expensive. It is difficult to get visitors up the road effectively and at the same time limit vehicles in town. Road maintenance is shared between the state and NPS.

### ***McCarthy Road Information Station (MRIS)***

Because of private property at the end of the McCarthy Road, the NPS does not own land at the bridge where visitors arrive, park, and enter the Kennicott Valley. The existing MRIS is located a mile from the foot bridge. Most visitors drive by without noticing the information station and are confused when they arrive at private property at the end of the road.

### ***Shuttle Bus Turn Around***

The 5,000 square foot shuttle stop and turn around was completed in June of 2010. This area was designed to serve as a transportation hub and gateway and provide a pleasing and memorable entrance to the NHL for the visitors arriving via shuttle.

A local business, Wrangell Mountain Air, provides the shuttle buses, and St. Elias Alpine Guides, a park concessionaire, provides the coordination for visitors to be dropped off. The shuttle buses, however, do not use the shuttle stop, but drop passengers in front of a private business. Visitors, as a result, miss the gateway orientation by the National Park Service and are dependent on local businesses for information regarding the location of NPS services, other local businesses, the identity of buildings, and what is NPS or private property.

### ***Visitor Center***

Because the Visitor Center is located in the historic General Store in the middle of the town, visitors may not receive any park information or wayfinding until they wander down the main road. The General Store has been set up like a historic store, so the space has limited use for visitor contact and interpretation.

### **Unreliable Power and Communications**

The landmark has telephone, cell phone, and Internet service, which is currently being upgraded with a \$5 million microwave relay system and associated technology improvements by Copper Valley Telecom. There is no power utility or other public utilities (except telecommunications). All power comes from generators or solar panels of private users.

### **Historic Structures and Objects**

It is a challenge to be flexible and responsive to community concerns and still adhere to preservation standards and provide security or long-term care to historic objects, particularly without heat and electricity in many buildings. Kennecott has limited curatorial space and buildings lack environmental control, security, and adequate staffing.



*Shuttle Turn Around - Brent Ward photo*



*VC store window - NPS photo Carol Harding*



*Warning No Trespassing - NPS photo Carol Harding*

### **Safety**

There are safety issues throughout the town and in and around historic buildings, including, rotten timbers, uneven terrain, sharp, rusted, steel objects, and motorized vehicles on roads and trails.

### **Budget and Staffing**

There is no budget or staffing to implement exhibit plans or maintain current exhibits.

### **Private Property**

The NPS does not have authority to regulate or control use of private property including noise, traffic, parking, off-road vehicle use within the landmark, except in its role regarding the covenants attached to deeds for lots in the Kennecott Mill Site unit of Kennecott Subdivision.

### **Alaska National Interest Lands Conservation Act (ANILCA)**

Under its interpretation of ANILCA, Wrangell-St. Elias National Park and Preserve allows federally qualified subsistence users to operate off-road vehicles when engaged in subsistence activities within the landmark.

### **Noise**

There is a considerable amount of construction noise generated by contractors, the NPS restoration crew stabilizing and renovating historic buildings, and generators that power day-to-day operations. There also is non-NPS visitor traffic, private construction activities and public events in the landmark.

### **NPS/Local Relationships**

Locals have differing viewpoints on exhibit direction in the park and believe park management should use local hire practices for staff.



## Part 2

### ACTIONS

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*Miners with ore cars in Kennecott Mines— McCarthy-Kennicott Historical Museum*



*View of Mill from overlook - NPS photo Carol Harding*

## Introduction

Part 2 of this plan describes the actions that park staff and partners will take to build on The Foundation, described in Part 1.

Since viable plans need to be nimble and responsive to changing conditions, staff should take advantage of new opportunities as they arise. No plan can foresee every eventuality.

This plan, however, will provide a framework for considering other interpretive proposals as they emerge. Part 1 should function as a yardstick against which new ideas are measured. When properly used, Part 1 provides priorities that can help move interpretive programming in a consistent direction despite changing times.

Each action item included in Part 2 is bulleted in the plan narrative and listed in the Implementation Plan near the end of this document.



## Recommended Actions

### Actions to Explain Visiting Options

Not all visitors will want or make use of visiting materials. However, as the University of Alaska survey revealed, and as workshop participants generally agreed, some types of audiences need and would benefit from orientation.

These bulleted actions will clarify the interpretive opportunities available from the NPS, for a variety of potential audiences.

- Contact partners and stakeholders for input on what information they find most useful. Develop orientation materials that partners and stakeholders will distribute voluntarily. Begin by offering the existing tear-off.
- Review the WRST website. Based on website content, make sure that visitors who enter the landmark by road or by air understand the amenities available and the options for organizing and enjoying their visit. Do they also arrive understanding the national significance of the landmark? Revise as appropriate.
- Review the information that is available at existing visitor contact stations (Copper Valley Chamber of Commerce, park headquarters, Chitina, state rest stops, etc.) and adapt as needed.
- Ensure that basic visiting information is available at the McCarthy Road Information Station (whether it is staffed or not) and work with the stakeholder who maintains property at the foot bridge to provide useful visiting materials.
- Work with the McCarthy-Kennicott Historical Museum to share visiting information and maintain their supply of brochures, maps, etc. Explore ways to cooperatively enhance the Museum as a welcome center.
- Develop a long-term plan to secure NPS property near the foot bridge for an information station. In the meantime, develop a plan to increase visibility and visitor use at the McCarthy Road Information Station.
- Offer visiting materials to stakeholders that operate shuttles between McCarthy and Kennecott.
- Initiate an updated visitor survey.



*MRIS cabin and kiosk - NPS photo Carol Harding*





Entrance to Kennecott - NPS photo Carol Harding

### Actions to Enhance a Sense of Arrival

Given the nuanced, multi-faceted nature of Kennecott, at least some audiences will benefit from a defined point of arrival, a location that visually signals that they are entering a special place, and that gives a basic introduction to the buildings, artifacts, and landscapes they are about to explore.

The overlook, just before entering the town, already provides that sense of arrival for some.

Currently, that location includes an entrance sign and covered kiosk. Panels within the kiosk include a map of Kennecott, safety messages, information on hiking and camping, an introduction to the demand for global copper in the early 20<sup>th</sup> century, and an explanation of the work that continues on town buildings.

Recommendations for this area include . . .

Each of the existing panels will remain although the content should be reviewed periodically to ensure that the narrative and town map is up-to-date. The map should show public/private property and reflect up-to-date occupancy and use. Safety information must be current and reflect NPS management goals.

- The “*What is that Rock?*” panel will be rewritten and reoriented.

New interpretive objectives will introduce the landmark’s overall theme of change as well as include an explanation of the rocky appearance of the glacier moraine. This location, as well as the Train Depot area, is an ideal place to explain the significant retreat of the glacier over the past 100 years and pose questions about the reasons glaciers are melting.

Future development of this location is currently being discussed and largely outside the purview of this plan. However, additional visitor services, specifically restrooms and public telephone to contact local businesses, would enhance the staging potential of this location.

Even before additional development occurs,

- NPS staff can experiment with informal, roving ranger contact (or volunteers or stakeholder groups) at this gateway to the town. In addition to helping with orientation, these personal contacts would enhance the sense of arrival and help gather feedback on what arriving visitors need and what departing visitors have experienced.

### Actions to Provide On-site Orientation

While some visitors get information from guide services, NPS-provided orientation to the backcountry currently takes place in the historic General Store near the center of town.

Since the Blackburn School—the first building at the town’s entrance—will become available for public use, workshop participants suggested that it be used to strengthen the arrival experience and offer backcountry information, orientation to Kennecott, and limited sales.

- Convert the Blackburn School into a staffed, contact station offering backcountry information, orientation, and safety messages.
- Review current backcountry materials (maps, safety messages, etc.) and revise or expand as needed.
- Install interpretive panels that introduce each of the landmark’s themes and that interpret the Blackburn School building history.
- Update the Scope of Sales and develop displays for Alaska Geographic sales.



*Visitors at the Shuttle Turn Around kiosk - NPS photo by Carol Harding*

### Actions to Help Guide Visitors

While some visitors to Kennecott will seek or require little or no assistance, others have expressed interest in self-guiding aids. To assist with self-discovery. . .

- Review existing maps and trail guides and, if needed, develop new self-guided, walking tour materials. At a minimum provide a map showing established trails, distances, arduousness of terrain, distinctions in property ownership, and historic building use and reuse.



*Original Kennecott fire sign - NPS photo Carol Harding*

- Kennecott does receive a relatively large percentage of international visitors, so walking tour materials should be translated into other foreign languages such as Italian, Spanish, French, and German.
- Carefully consider distribution of printed materials. Reduce the visual impact of distribution boxes in the town by providing materials online and by encouraging partners and stakeholders to assist with distribution.
- Work cooperatively with the McCarthy-Kennecott Historical Museum to offer self-guided walking tour materials for Kennecott. With NPS assistance, perhaps the Museum can update their printed tour while the NPS experiments with other media (see below).
- Experiment with a wayfinding and building numbering system that can be used in conjunction with walking tour materials.

Possible solutions include:

In ground pieces of Kennecott machinery (wheel or cog) that point toward trails;

Replica historic and safety signs (see the existing Signs Guidelines);

Flat, ground level signs; short wood stakes; or painted or inscribed rocks with numbers.

Install some of these options in a few locations, gather feedback from residents and users, and include the preferred solution in an amended Sign Guidelines.

- Experiment with emerging technologies as another way to enhance walking tour interpretation, enrich interpretation in the central exhibit area, provide accessibility (at the General Manager's Office, for example), and interpret ruins and collapsed buildings.

### ***Mobile Technology***

While the Kennecott site does not currently offer broadband cellular and Internet coverage, it is expected to come to the area by 2012.

In order to provide the widest range of service to visitors, while broadband cellular coverage is ideal (there is no need for the NPS to provide the connection), the use of an NPS-provided, site-wide Wi-Fi network is an option that should be implemented no matter whether broadband cellular is available or not.



Two of the options for delivering content include:

### *Quick Response (QR) codes*

QR codes are randomly generated squares that contain information that can be acted upon by computers with QR visual readers. As visitors locate the QR codes during their visit to the town, they can use their QR reader via the smartphone's camera. The NPS also can loan (for a small fee and security deposit) Wi-Fi enabled media devices, like tablet PCs or iPods to visitors without smartphones.



QR code

### *Radio Frequency Identification (RFID)*

RFID is a system of nearly paper-thin electronic tags that can be placed inconspicuously anywhere around the mill site. With the help of an RFID reader and media delivery device, visitors can walk around the town and have media begin without any interaction with the device.

RFID might be an option if the NPS agrees to loan devices that work with this technology.

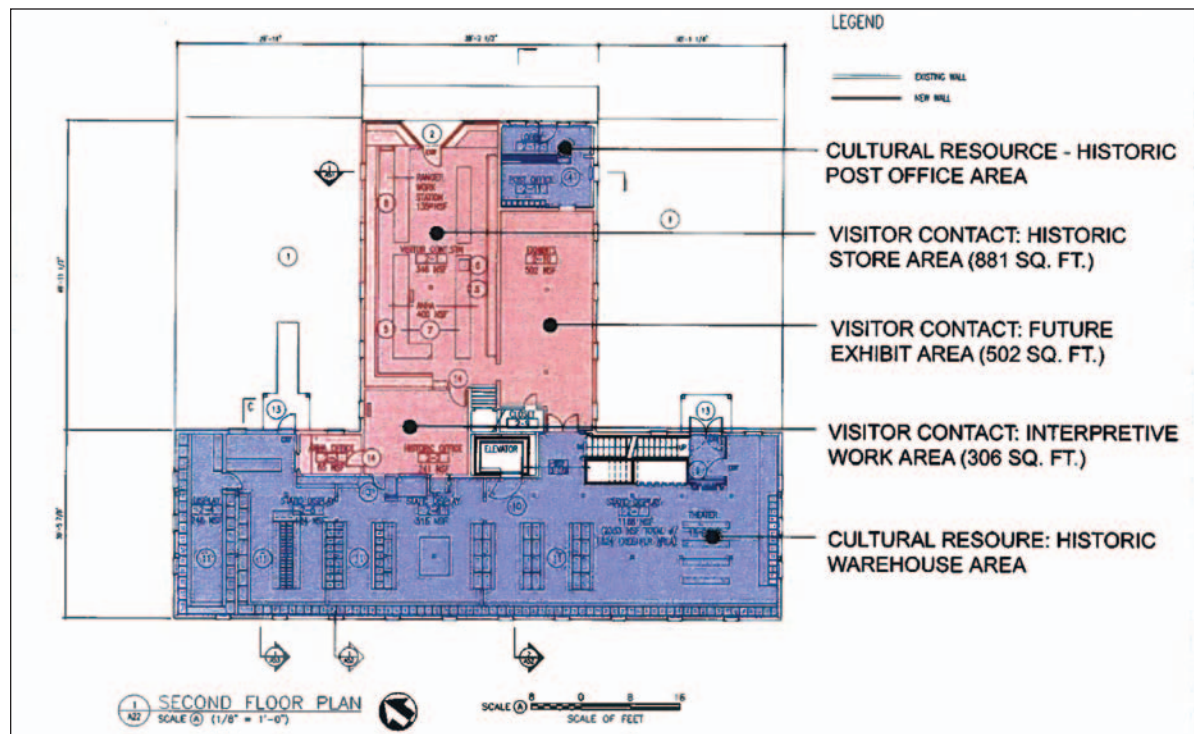
If these technology experiments are generally positive, develop one of them as a complement to the interpretive panel system used on the interior of town buildings, the self-guided walking tour printed materials, and guided tours offered by the NPS and stakeholder/partners.

- In conjunction with a review of tour materials and media, develop a new trail plan that considers the sentiments of current private property as well as access to important interpretive sites, features, and overlooks.

As part of this plan, design loop trails that maximize walking time by avoiding backtracking along the same path, provide access to contemplative viewsheds, and link to the Wagon Road to McCarthy, the Kennecott Cemetery, and more industrial/corporate sites including the Tram at the top of the mill.

The age of many visitors—in 2004, nearly half were over 50 years of age—suggests that discrete seating might be a welcome addition to town paths, not just for respite but for contemplation.

- Identify a limited number of locations for non-intrusive seating and recommend appropriate materials and design that will blend into the landscape and respect the historical character of Kennecott.



Visitor Center 2nd floor exhibits area

### Actions to Provide a Central Interpretive Focus

In order to minimize interpretive intrusions in the town itself, workshop participants recommended using the General Store as the center for interpretive media. In effect, the store would function like Kennecott's museum.

Despite the fact that the third floor is a large, open area that would be a superior alternative for exhibits, the space cannot

be used for "Assembly Occupancy" because of life safety issues.

In addition to interpretive exhibits, the revamped General Store/Visitor Center will include:

- Space to greet and orient visitors.
- Audiovisual space for 20 visitors—the Recreation Hall handles larger groups.
- Limited interpretation of the historic uses of the building as General Store, Post Office, and warehouse.

Specific steps in planning for this central exhibit space include . . .

- Request funding for exhibit design, fabrication, and installation.
- Review existing audiovisual programs and determine how and if they fit into a centralized museum. The central museum will need one program to present an overview of Kennecott and place the town into historic context, particularly its global significance. AV is an excellent medium for focusing on dynamic stories including processes like change, for establishing context, and for showing what visitors cannot see—the mines, historic footage of Kennecott in the early 20<sup>th</sup> century, and Kennecott in winter.

Other, shorter AV programs might be more focused and address specific themes.

- Develop a panel (see the discussion of appropriate interpretive panels below) that interprets the Kennecott Post Office.
- Develop a similar interpretive panel that complements the existing store goods displays and interprets the role of the store in Kennecott life.
- Install the original, recently donated General Store cash register.

### Actions to Interpret Individual Structures

The Kennecott Sign Guidelines (2005) surveyed the historic signs associated with the town and mill structures and made recommendations that would enhance visitor understanding of building use. These guidelines provide a rationale for exterior signage and a process for reviewing any proposed signs.

- Begin to implement the Sign Guidelines starting with exterior, identification signs on the Train Depot (including Wells Fargo), Post Office, General Store, and fire hose houses that replicate documented early 20<sup>th</sup>-century signs. Implement building identification numbers.

As the Sign Guidelines note, current stakeholder sentiment prefers to minimize interpretive signs outside buildings. Instead of exterior interpretive signs, workshop participants suggested expansion of the family of modest, interior interpretive panels that already exists.

### *Interior Interpretive Panels*

- Refine the family of interpretive signs that exists in the Power Plant, Cottage, and Recreation Hall, for example.

As an alternative to traditional exhibits such as refurnished rooms or 3-D vignettes, experiment with a system of durable and inexpensive fabric panels that use historic images and text to bring the interiors to life.

For simple messages, consider use of “window shade signs” described and illustrated on page 12 of the Sign Guidelines.

- Prepare an addendum to the Sign Guidelines that describes the range of interior sign applications (wall mounted, railing mounted), color palette, typeface, sizes, and acceptable materials/hardware.

- Revisit the need for signs that address temporary conditions—the 2006 National Creek flood or current or future construction projects, for example.
- As soon as it is made redundant by other media (printed materials or emerging technology), remove the kiosk across the street from the General Store.



*Depot c.1939 - West Archival Coll.*





*Old School -NPS photo Carol Harding*



*Rec Hall - NPS photo Carol Harding*

### ***Blackburn School***

Commonly referred to as the “Old School,” this one-room schoolhouse was moved from the abandoned town of Blackburn (½ mile north of McCarthy) to Kennecott in 1914 for use as Kennecott’s first school. Classes later moved in 1922 to the two-room “New School.” Not only children attended class here. With a large number of immigrant workers, Kennecott held English and citizen classes. In 1920, the night school had 126 students from 23 nations, while only eight children attended school during the day.

Restored in 2004, the 450 square foot building currently serves as offices for law enforcement and interpretation and is not open to the public.

Interpretive Story: Education in Kennecott was a community affair with a quality school for students during the day and citizen classes for employees at night.

- Future plans include using the building as a NPS visitor contact station. The outside deck would be ideal, with its accessible ramp, for interpreting natural history. The Alaska Geographic store would be relocated here.

### ***Recreation Hall***

This 2,280 square foot building was the hub of social life for the mill town. Dances, holiday festivities, indoor sports, and moving picture shows took place here for mill workers and families alike. It was the first building in the town that NPS, in partnership with Friends of Kennicott, restored for adaptive reuse. Since opening in 2003, the building provides a venue for interpretive programs as well as community activities, and can show DVDs with a theater size screen and projector. Primarily used for meetings and events, the building is self-guided and open to the public when not in use. Currently, Wrangell Mountains Center (WMC) partners with NPS to coordinate the use of the facility.

Interpretive Story: The Recreation Hall was a community refuge, a place of gathering and respite from long, hard days of work.

- When the Blackburn School is opened as a contact orientation station, remove the brochure box outside the Recreation Hall.
- Continue to use as a place for public and NPS events and meetings.

### ***Kennecott School***

After the Blackburn School could no longer accommodate the growing number of children, this 1,200 square foot, two-room building became the “New” School. As many as 20 students attended classes with two teachers. Traveling ministers used the school for weekly Sunday school and church services. The grounds held an ice skating rink in winter and baseball field in summer.

Restored in 2004, with an accessibility ramp built in 2011, the New School is currently used as maintenance office and break room. Future plans for this building are as a support facility for the West Bunkhouse or for exhibits.

- Develop an interpretive panel for the interior that links the building, via text and images, to the historic use of the structure.

### ***West Bunkhouse***

Built in 1917, this four story, 11,830 square foot structure was the first dormitory constructed in the mill town. The facility had washing and lockers, housing for the Japanese cooks and food prep area at ground level, with dining room and kitchen on the main floor, and dormitories that housed up to 80

single men on the upper floors. The West Bunkhouse is the best example of a preserved town building and illustrates how miners lived. The bunkhouse currently serves as a storage area for maintenance and is not open to the public. Future renovation plans depend on funding.

As proposed in other plans, the bunkhouse might be operated by a partner as an educational center, although the NPS must not jeopardize the historical integrity of the building. Appropriate to its historic function, this building could serve as classrooms, dining hall, and overnight accommodation.

- Continue to pursue use of the West Bunkhouse as an educational center operated by a partner organization but with programming that also meets NPS goals.
- Develop an interpretive panel for the interior that links the building, via text and images, to the historic use of the structure. Include interpretation of the Japanese cooks.



*New School - NPS photo Carol Harding*



*West Bunkhouse & Refrigeration Plant - NPS photo Carol Harding*

### ***Refrigeration Plant***

Although Kennecott had tons of ice literally on their doorstep, the company used the most modern technology for refrigeration. Ammonia cooling kept meat and perishables fresh for the mining camp.

This 778 square foot building opened to the public in 2008 and is self-guided.

Interpretive Story: Food played an important role in Kennecott life—food supplies, food preservation (including the ammonia refrigeration system to keep meat frozen), food preparation, and food consumption.

- Produce at least one panel for the interior.





*Ranger talk at Depot - NPS photo*

### *Train Depot*

This one-story wood framed structure served as the ending terminal for the Copper River & Northwestern Railway. Both goods and people coming to and from Kennecott passed through the depot. Locals nicknamed the CR&NWR the “Can’t Run & Never Will” because of numerous shutdowns caused by snow slides, bridge washouts, and other natural disasters and hazards along the route.

The 336 square foot depot, restored in 2004 and opened to the public as a visitor contact station from 2004 to 2008, is self-guided.

Interpretive Story: Constructed with incredible tenacity, perseverance, and engineering ingenuity, the Copper River & Northwestern Railway was critical to the mine’s success.

- Produce at least one panel for the interior.
- Test application of the proposed sign system expansion and self-guided walking tour materials.
- Suggest links to other venues that interpret the railroad, specifically the McCarthy-Kennicott Historical Museum in McCarthy.



Visitors walking to General Manager's Office - NPS photo  
Carol Harding

### ***General Manager's Office***

The log portion of the Manager's Office is the oldest building in Kennecott. Later additions provided more office, safe, payroll, and drafting space. Serious deterioration required a four-year reconstruction effort. The building was the hub of corporate activity in the 1920s

and 1930s, and is the logical place to interpret corporate management and Kennecott's managers.

This 2,451 square foot building opened to the public in 2008 as a self-guided facility.

Interpretive Story: Management of Kennecott mines and labor force, political climate, economics, and logistics was accomplished with creativity, skill, and at times heavy handedness.

- Develop a hands-on resource space for corporate history. This approach encourages a sense of discovery and exploration.

Plan components include . . .

Durable, functional workplace furnishings similar to items used in the early 20<sup>th</sup> century and still available from modern retailers. Use mostly large tables and office chairs, tabletop magnifying glasses, and storage drawers.

Reinstallation of refinished drafting table and storage drawers that were taken out of the building during restoration and currently stored in the Machine Shop.

Interpretive panels that introduce corporate leadership, including financial investors, and their on-site



jobs. Link Kennecott to the global demand for copper and the creation of a multi-national corporation.

Existing historic photos of the town, remounted to remove imperfections.

Other media that allow visitors to access biographical information, reproduction mining maps, photos, surveys, engineering reports, employment records, blueprints (McCarthy-Kennicott Historical Museum has an original blueprint) and drawings of buildings and machinery. These media could be as simple as durable reproductions or databases accessed by electronic device.

Appropriately, the Manager's Office also can be used as a starting point for industrial walking tours (guided or self-guided) that focus on the corporation, mining, and milling.

The second floor is not accessible and not appropriate for regular interpretive use.

### ***Concentration Mill***

Construction of the mill began in 1908, but the building was not completed until 1928. New mining processes, increases in capacity, and deteriorating ore quality

necessitated continual modifications and additions to the structure, leading to the surviving, unusual roofline. Two separate tramways connected the five Kennecott mines to the mill, delivering up to 1,200 tons of ore per day. From the tram, the ore went through a series of crushers and sorters using gravity and water to move the rock from one process to the next. The mill is opened for organized tours only.

**Interpretive Story:** No other place in Kennecott is better equipped to interpret mining techniques of the era—one of the contributing factors to the landmark's national significance. The 14-story mill surrounds visitors with authenticity. It offers the opportunity to see inside the belly of the industrial beast that labored to sate the global appetite for copper.

- When the current concession agreement ends in 2012, ensure that new conditions reflect interpretive goals including the themes, audiences, and audience experiences discussed in the Foundation of this plan.

Consider whether the existing schedule of tours (three, 2 ½-hour tours per day) meets the demand for building access—an estimated 75-80% of all town visitors do not get inside.



*View of Mill from Machine Shop – NPS photo Carol Harding*





*Machine Shop - NPS photo Carol Harding*

The Sacking Garage in the south corner of the bottom of the mill is a good location to demonstrate the amount of physical labor involved in sacking and loading ore. High grade ore was handpicked off the conveyer belt and sent down the ore chutes, packed in burlap bags, and shipped out on the railroad.

- Bring the sacking process to life by displaying an original flat car loaded with filled burlap bags.
- Show the sacking and stacking process with working pulleys to raise and lower the chute.
- Reinstall the original tracking scale and winch used to pull cars back and forth.

The Sacking Shed, directly in front of the north end of the Leaching Plant, is currently being renovated. The renovation is funded and scheduled to be completed in 2011, but is attached to the Leaching Plant which needs a new north wall and foundation. The Leaching Plant work is not funded.

Because it is located across from the mill, this would be the ideal spot to interpret the entire extraction process for those who cannot make the Mill Tour. There could be a self-guided tour, ending with a walk into the north end of the Leaching Plant.

- Reinstall a shaker table to display the crushing and sorting process. Refer to the Accessibility Report of 2005 for the full plan.

### *Machine Shop*

Built in 1917, the Machine Shop served as a hub for all the Kennecott operations, and is still in fairly good condition. Many unique, site-built pieces of equipment remain. Equipment that needed repair traveled from the top of the mill building on a narrow gauge service tram, crossing the main railway tracks by way of a drawbridge. The drawbridge support is still standing just north of the mill building.

The 5,500 square foot Machine Shop, with accessibility ramp, is currently used for maintenance storage, and will not open to the public until 2017.

Interpretive Story: Men and machines kept the mines productive and mill equipment running.

- Produce at least one panel for the interior.
- This is the largest open interior space in Kennecott, and could be used to display existing machinery such as an overhead hoist, forge, drive shaft, and belts, as well as created scale

models. There has been considerable discussion about contacting Charles Hawley, who purchased mill machinery in 1938 and shipped it to Dunkle Mines, to identify and return original machines and tools.

### *Power Plant*

Characterized by four towering smoke stacks and constructed in three phases, the Power Plant is a three-storied, 13,218 square foot structure. Burned in August of 1924 and rebuilt by October of 1924, the plant used two diesel generators, one Westinghouse steam turbine, one Allis Chalmers steam turbine, and a Pelton water wheel to provide power and steam heat to the entire town. Steam traveled to outlying buildings through “utilidors,” underground wooden conduits. These were often built under wooden sidewalks, keeping them free of snow and ice in the winter. Water for the steam boilers and Pelton water wheel was diverted from Bonanza Creek, north of the town site.

The plant’s mezzanine opened to the public in 2008, along with an accessible ramp system inside the building used only for private tours.

Interpretive Story: Power played a critical role in Kennecott’s self-sufficiency. Industry requires power, and generating



*Power Plant - NPS Carol Harding*

power in the wilderness, on a sizable scale, required imagination and herculean effort.

- Retain the existing interpretation.

### *Kennecott Cottage*

Kennecott’s 720 square foot cottages were available for management and a few long-term employees that were allowed to bring their families. A small cottage rented for \$15-25 a month.



*Kennecott cottages - B. Ward photo*



*Kennecott grave - NPS photo Carol Harding*

Restored in 2006, one cottage is owned by NPS and is open to the public and self-guided. A second cottage was recently purchased in 2011. Its function has not yet been determined. The remaining two cottages are privately owned.

**Interpretive Story:** Family and community life was fostered to promote retention of valuable employees and ensure consistency and efficiency in mine management.

- Review existing interpretation. Consider whether the content should be changed to interpret the different types of residential structures in the town and at the mines, the class differences that housing implied, and the chronology of “abandonment” and “reoccupation” of the town.

The cottages would be a suitable place to experiment with images on fabric or scrim or provide a home for the visual arts or poetry that reflect the living history of local residents. Examples could include art from the local community, the Ahtna community, and children’s art, as well as a place for visitors to reflect and express their experiences in the park in a personal, reflective, creative way.

### ***Kennecott Cemetery***

Burials began in the early days of settlement and continued until the mine closed in 1938. Those interred in the cemetery often died from hazards associated with mining, and represent the remarkably diverse ethnicity of Kennecott’s population. The graves, not segregated by race, religion, age or gender, serve as a last physical memorial to those who lived, worked and died at Kennecott. Interpretation of Kennecott Cemetery is needed to enhance visitor understanding and appreciation.

**Interpretive Story:** The historic development of the Kennecott Cemetery, the lives of people buried there, and rehabilitation of the historic landscape provide information about the social history and cultural practices of a thriving company mining town over time.

- Consider an interpretive panel along the Wagon Road to address the importance of the cemetery and its relationship to Kennecott.
- Consider developing a map for self-guided walking tour in print or digital media.



## Implementation Plan & Exhibit Phases

Exhibit implementation will depend on funding, perhaps from different sources. At the time of this plan, national (line item) funding most likely will not be available for exhibit implementation because of other NPS and DOI funding priorities. Regional (fee demonstration) funding may be the best source for interpretive work, but will require a park priority for consideration.

Private funding is another option. WRST has had success in the past obtaining funding from the Stephen and Mary Birch Foundation, receiving \$50,000 for three consecutive years (2006-2008) to fund exhibits in the General Store. Another \$50,000 request in 2010 was not successful. Other examples of funding potential are Wells Fargo Bank, J. P. Morgan Bank, Guggenheim Foundation, Havemeyer Foundation, Kennecott Corporation, and some of the other manufacturers that provided equipment to the mines such as General Electric, Allis-Chalmers, and Westinghouse.

According to Ron Simpson, local historian and Ahtna Elder, Copper Valley Development Council is prepared to help

pursue funding to support Alaska Native programs in Kennecott.

### Short-Term Projects (1 – 3 Years)

#### *Funding*

- Request exhibit funding for short-term exhibit projects (see page 48).
- Request exhibit funding for Phase II Design and Phase III Fabrication and Installation of Interpretive Media (see page 50).
- Request funding for an updated Visitor Survey.
- Request funding for an addendum to the 2005 Sign Guidelines to define the family of panels, trailhead signs, their location, and appearance.

#### *Pre-Visit Planning*

- Get stakeholder input on visitor information and orientation handouts.
- Offer maps and guides on-line and via willing partners and stakeholders.
- Review and revise the WRST website for Kennecott visitor information.
- Ensure that basic information is available along the McCarthy Road and at other visitor centers and contact stations in the area.
- Offer visitor orientation materials to shuttle operators.



*Mill-HAER illustration*



*Visitor Center-HAER illustration*



McCarthy Rd. Info. Station - NPS photo Carol Harding

- Translate visitor orientation materials and other publications into foreign languages.

### ***Programs***

- Complete Memorandum of Agreement with McCarthy-Kennicott Museum for partnership with NPS.
- Experiment with roving staff at entrance overlook.
- Experiment with emerging technologies for walking tours.
- Implement an updated Visitor Survey.

### ***Publications***

- Review and revise maps and trail guides.
- Review and revise backcountry materials.
- Work with Museum to develop a self-guided walking tour that includes trails, private property, use and reuse of historic buildings.
- Amend Sign Guidelines to include standards for interpretive signs and trailheads.

### ***Buildings & Exhibits***

- Revitalize McCarthy Road Information Station by building a more attractive sign, placing it closer to the road, and brushing the area so that it has a welcoming appearance.
- Convert the Blackburn School into a contact station and move Alaska Geographic sales into this space.
- Implement a building identification system (refer to Sign Guidelines 2005).
- Develop building signs that replicate original Post Office, General Store (include window shade sign) and Depot (include Wells Fargo sign) signs.
- Install original cash register in General Store.
- Restore and install drafting table and drawers and remount six photos in General Manager's Office.
- Identify appropriate seating locations throughout the town and install benches.
- Experiment with fabric interpretive panels in some of the historic buildings.



McCarthy Kennecott Museum - NPS Carol Harding



Oar tram exhibit in Museum - NPS photo Carol Harding

### Long-Term Projects (4 – 10 years) *Programs*

- Pursue partner for education center (West Bunkhouse and New School).

### *Buildings & Exhibits*

- Develop film on Kennecott that communicates the exploration, discovery, development, and historical impact of the Kennecott Mining enterprise.
- Develop a new trail plan with loops.
- Partner with the McCarthy-Kennicott Museum to develop Museum as a visitor contact station and a place to display NPS artifacts.
- Develop General Store as a central exhibit area.
- Develop General Manager's Office as a resource area for corporate/mine history.
- Research and restore original machines in Machine Shop.
- Restore and display rail car, loaded burlap bags, pulleys, and tracking scale and winch in the Sacking Garage.

- Restore and install shaker tables to demonstrate mill process in Leaching Plant's Sacking Shed.

- Develop interpretive panels:

For Blackburn School, Train Depot, Refrigeration Plant, West Bunkhouse, Kennecott School, General Manager's Office, Machine Shop, and Cemetery.

To introduce Kennecott NHL's themes.

To revise or update panels in Cottage, Power Plant and Recreation Hall.

Replace existing exterior glacier panel at Shuttle Turn Around.



## Phases in Exhibit Development

Since there are many actions recommended, it is helpful to review the phases involved in exhibit development, which phases have been accomplished, and which phases have yet to be accomplished.

### *Phase I: Planning & Pre-design (Accomplished)*

- Kennecott Programmatic Accessibility (Alaska Regional Office 2005).
- Kennecott Sign Guidelines (Alaska Regional Office 2005).
- Visitor Preferences for Interpretation in Kennecott (University of Alaska Fairbanks 2005).
- Interpretive Opportunities in Kennecott NHL - Vision Document (AldrichPears 2005).
- Interpreting Kennecott (WRST staff and Regional Office facilitated discussion by AldrichPears 2008).
- Concept Development Workshop and Plan (Ron Thomson 2011) builds on past work by NPS, provides a conceptual plan for the design and interpretation of Kennecott, and prepares a solid foundation for all work that follows.

### *Phase II: Design (To be accomplished)*

- Schematic Design  
  
By the end of schematic, a preferred alternative has been selected and major stories, exhibit elements, and presentation techniques are illustrated and designed.
- Design Development  
  
All major details of the project are integrated into coherent media presentations. Complex media elements are fully described. The exhibit's physical structure and operation characteristics are established (detailed floor plan and elevations, graphics, text, AV, exhibits finalized).
- Production Documents  
  
Technical drawings and specifications are completed, communicating details necessary for potential exhibit fabricators to understand, price, and begin to work on project.

### *Phase III: Fabrication & Installation of Interpretive Media*

- Prepare and award production contract. Hold Post award meeting and Site Visit. Provide government-furnished reference materials. Contractor submits shop drawings, proofs, and samples for approval. Most exhibit elements are fabricated either in the contractor's shop or by specialty subcontractors. NPS reviews and comments on exhibit fabricator's submittals and participate in shop inspections.
- Delivery and installation of exhibits. Walk through inspection of completed work and develop punch list. Contractor submits maintenance manual, warranty manual, and trains staff.
- NPS initiates summative evaluation.
- NPS does completion reports and enters PMIS data.

## Exhibit Workshop Participants

PARTICIPANT	TITLE	ORGANIZATION
<b>PARK SERVICE</b>		
Carol Harding	Exhibit Specialist Workshop Coordinator	NPS/WRST
Elizabeth Schafer	Interpretive Specialist Local resident	NPS/WRST
Todd Stoeberl	Chief of Interpretation	NPS/WRST
Erica Edmonds	Kennecott District Interpreter	NPS/WRST
Stephens Harper	Kennecott District LE	NPS/WRST
Geoff Bleakley	Park Historian/NEPA Specialist	NPS/WRST
Greg Biddle	Cultural Resource Manager	NPS/WRST
Eric Veach	Chief of Resources	NPS/WRST
Jim Baker	Kennecott Project Manager	NPS/WRST
Bruce Rogers	Environmental Planner	NPS/WRST
Bonnie Campbell	Seasonal Interpreter	NPS/WRST
Molly McCormick	Fisheries Biologist	NPS/WRST

<b>ALASKA REGION</b>		
Stephanie Stephens	Senior Curator	NPS/Alaska Region
Lynn Grams	Wrangell Program Manager	National Park Conservation Asso.

<b>NPS PARTNERS &amp; LOCAL COMMUNITY</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
Ben Shaine	President local resident	Friends of Kennicott
Jeremy Pataky	Executive Director	Wrangell Mts. Center
John Rice	Treasurer, local resident	McCarthy Museum
Mark Vail	President local resident	McCarthy Area Council
Wayne Marrs	Owner, local resident	St. Elias Alpine Guides
Jessica Speed	Board member local resident	Friends of Kennicott
Marie Thorn	Maintenance, local resident	NPS/WRST
Ron Simpson	Local historian/author	Ahtna Elder
Margo Higgins	Phd Environmental studies	Local resident
Shawn Olson	Instructor, Alaska Wildlands Studies	Wrangell Mts. Center
Sunny Cook	President, local resident	McCarthy Museum

<b>FACILITATORS</b>		
Ron Thomson	Interpretive Planner Workshop Facilitator	Ron Thomson 12331 Camilla St. Whittier, CA 90601
Brent Ward	Exhibits Designer	Riggs Ward Design 2315 W. Main St. Richmond, VA 23220
Geoffrey Wyatt	Graphics Designer	Wyatt Design 307 Clancy Street Helena, MT 59601



## Concept Plan Review Team

Name	Title	Organization
Carol Harding	Exhibit Specialist, Project Lead	NPS/WRST
Elwood Lynn	Acting Superintendent	NPS/WRST
Todd Stoeberl	Chief of Interpretation	NPS/WRST
Bruce Rogers	Planner	NPS/WRST
Greg Biddle	Cultural Resource Manager	NPS/WRST
Elizabeth Schafer	Interpretive Specialist, Kennecott	NPS/WRST
Logan Hovis	Mining Historian, Kennecott	NPS/Alaska Region
Steve Peterson	Historic Architect, Kennecott	NPS/Alaska Region
Ron Simpson	Ahtna Elder	Local historian
Ben Shaine	President	Friends of Kennecott

## Appendix 1

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*Hospital - NPS photo Carol Harding*

### **The Secretary of the Interior's Standards for the Treatment of Historic Properties**

The Secretary of the Interior's Standards for the Treatment of Historic Properties are common sense principles in non-technical language. They were developed to help protect our nation's irreplaceable cultural resources by promoting consistent preservation practices.

The Standards may be applied to all properties listed in the National Register of Historic Places: buildings, sites, structures, objects, and districts.

The Standards are a series of concepts about maintaining, repairing and replacing historic materials, as well as designing new additions or making alterations. They cannot, in and of themselves, be used to make decisions about which features of a historic property should be preserved and which might be changed. But once an appropriate treatment is selected, the Standards provide philosophical consistency to the work.

There are Standards for four distinct, but interrelated, approaches to the treatment of historic properties—preservation, rehabilitation, restoration, and reconstruction.

**Preservation** focuses on the maintenance and repair of existing historic materials and retention of a property's form as it has evolved over time. (Protection and Stabilization have now been consolidated under this treatment.)

**Rehabilitation** acknowledges the need to alter or add to a historic property to meet continuing or changing uses while retaining the property's historic character.

**Restoration** depicts a property at a particular period of time in its history, while removing evidence of other periods.

**Reconstruction** re-creates vanished or non-surviving portions of a property for interpretive purposes.

## Appendix 2

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### Landmark Planning Documents

McCarthy Road Scenic Corridor Plan  
(November 1997)

Kennecott Interim Operations Plan for  
National Historic Landmark (2001)

Kennecott Mill Town Cultural  
Landscape Report (2001)

Kennecott Mines National Historic  
Landmark – Sign Guidelines (Alaska  
Regional Office November 2005)

Kennecott Mines Support Facility  
Plan, Environmental Assessment  
(August 2005)

WRST Long Range Interpretive Plan  
(September 2005)

WRST Programmatic Accessibility,  
Kennecott District (Alaska Regional  
Office April 2005)

Visitor Preferences for Interpretation  
in the Kennecott Mill Town, Final  
Report (November 2005)

Kennecott Mines National Historic  
Landmark – Interpretive Opportunities  
Vision Document (AldrichPears  
Associates February 2006)

Kennecott Support Facilities Plan  
(July 2007)

Interpreting Kennecott (WRST staff,  
facilitated by AldrichPears 2008)

Wrangell St. Elias National Park  
and Preserve Foundation Statement  
(September 2009)



## Appendix 3

### Tangible and Intangible Resources

#### *Tangible Features of Kennecott*

Mill and mine structures including mine shafts and tramlines

Industrial noise

Remnant of the railroad to Kennecott

Trails throughout the area including those to the mines

Wagon Road between Kennecott and McCarthy

Kennecott Cemetery

Private and public lands and evidence of preservation and/or use

Communities, residents, workers, and managers of Kennecott before, during and since operation

Personal accounts and photos of life, work, and events at Kennecott

Kennecott corporate records, documents, and photos

Abandoned or re-used furnishings, tools, equipment, and building materials

Natural features, flora, and fauna within and adjacent to Kennecott

Natural processes that shaped Kennecott such as glaciation, flooding, seasonal change, weather, and climate Viewsheds

#### *Intangibles Associated with the Landmark*

These intangibles were used to link the fact-based significance statements with the primary stories identified as park themes.

Change over time, succession, dynamic environment, natural processes: glaciation, flooding, climate change

Layers of history, use, abandonment, re-use/resettlement

Juxtaposition of humans and nature

Perseverance in high-energy environment, environment challenges

Loneliness, isolation

Communities, diversity, class distinctions, families, daily life

Capitalism, global demand for copper, corporate management, labor history

Innovation, re-use of resources, extraction of resources, environmental policies

#### **Intangible**

Nonmaterial: lacking material qualities, and so not able to be touched or seen.

Encarta World English Dictionary

## Appendix 4

### A Note on the Name

“Kennicott” does not equal “Kennecott.” “Kennicott” and “Kennecott” are the correct names for two different but closely associated places and things.

Kennicott with an *i* refers to the Kennicott Glacier and River named in 1899 by the U.S. Geological Survey in honor of Robert Kennicott, a pioneer Alaskan explorer. Kennecott with an *e* refers to the mining company that took its name from the Kennicott Glacier, but for some unknown reason spelled the name differently.

The change occurred early in the history of the mines, perhaps as early as 1901. In any event, the Kennecott Mines Company was in operation as a legal entity in 1906. Bear in mind, the investors in the company had more interest in what the company owned than in how the name was spelled. In 1908, a U. S. Post Office was established at Kennecott. To confuse things, the name on the railway depot read “Kennicott” in 1918. In the late 1950s, twenty years after the mines closed, the United States Geological Survey reverted to the Kennicott spelling for the community beside the glacier.

More recently, following the transfer of the surface estate to the Great Kennicott Land Company—the company that subdivided the surface estate and sold lots to the public—the two spellings were used casually and interchangeably by some. To others it became a symbol of differing visions of the future of the mining site.

When the National Park Service acquired substantial parts of the site, the *e* spelling was adopted although there has been some continuing public and private confusion between the two names.

The two spellings refer to two very different places and concepts. To impose order in a broad sense, references to Kennicott with an *i* are linked to the natural history of the area while those to Kennecott with an *e* address the human history. Thus, the basic rule can be simplified as *i* for “ice” and *e* for “everything else.” Of course, ice means glaciers, rivers, and river valleys, and “everything else” refers to the works of man. This convention is reflected in the official designation of the area as the Kennecott Mines National Historic Landmark.<sup>1</sup>

1. See Donald J. Orth. *Dictionary of Alaska Place Names*, US Geological Survey Professional Paper 567 (Washington: USGPO, 1967), p. 510.



*Mt. Blackburn and Root Glacier – NPS photo by Carol Harding*



*Mill and trestle 1912 - Bleakley Coll.*